



ARKANSAS DEPARTMENT OF EDUCATION

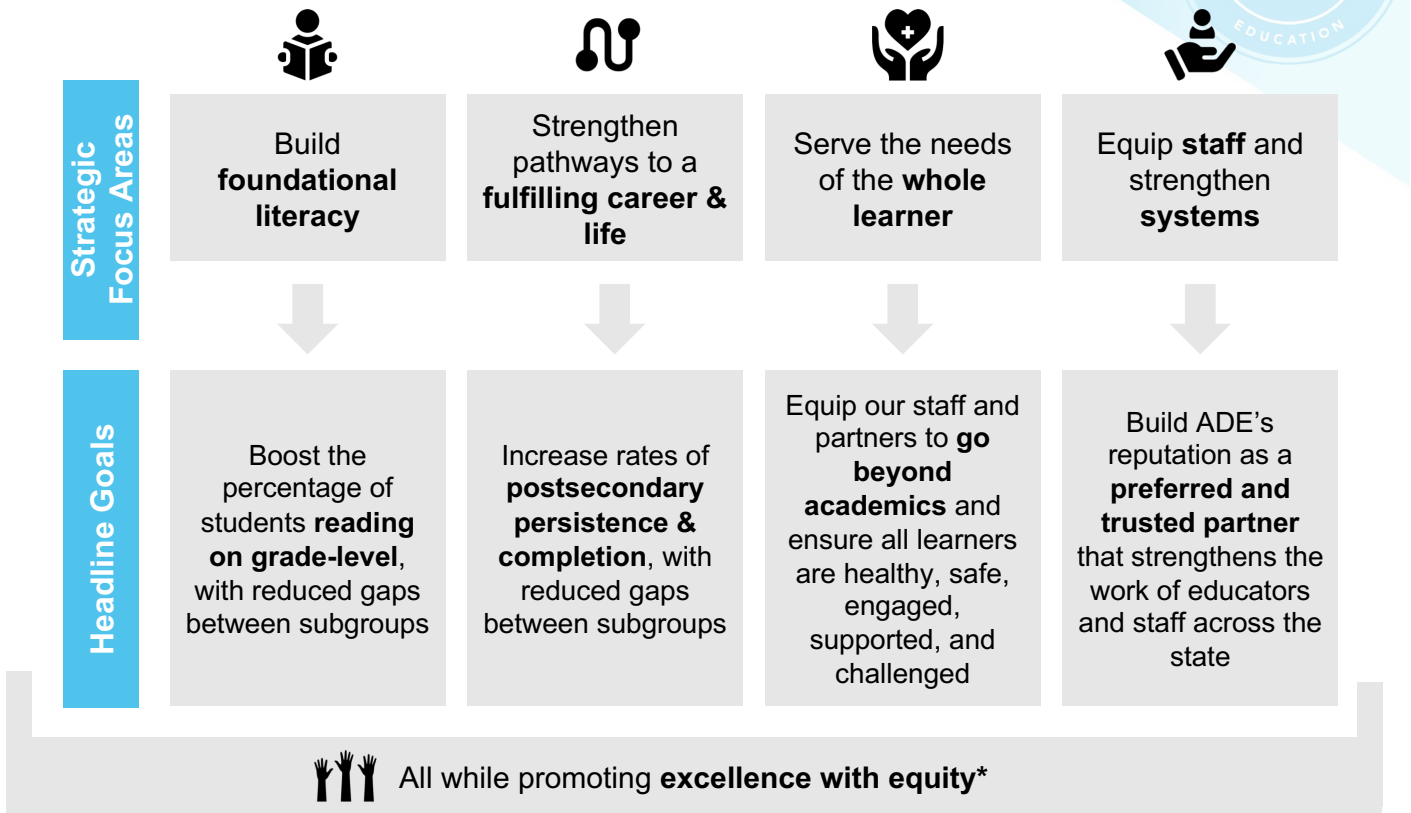
We have cast a **new vision** as a unified Department, and lifted up several strategies to achieve it.

Our vision: Every Arkansan is equitably prepared, supported, and inspired to succeed in school, career, community, and life.



Vision: The ultimate desired impact of our work together. Also known as the “North Star”. The new Department-wide vision complements our current mission statement (*providing leadership, support, and service to schools, districts, and communities so every student graduates prepared for college, career, and community engagement*), while reflecting and honoring all 7 of our Divisions post-Transformation. The vision is future-oriented to reflect what the Department aspires to, while the mission statement is focused more on the here and now and articulates the goals of our current operations.

Each strategic focus area has a measurable goal that we will use to assess progress toward the vision.



*[Supporting goals](#) complement these headline goals and ensure that "excellence with equity" is woven throughout the plan

4

Focus Area: The places we will hope to have the deepest impact over the next five years. We have set specific goals within each focus area. These will be accomplished by concrete work within each focus area, and are "championed" by a senior leader for each focus area:

Focus Area
Build foundational literacy
Strengthen pathways to a fulfilling career & life
Serve the needs of the whole learner
Equip staff and strengthen systems to support lifelong learning for all Arkansans
...All while promoting excellence with equity

Organizational enablers: These are the key internal goals that will help the Department to achieve the North Star. These were elevated by staff and categories into the following:

Organizational Enabler	Definition
Build a cohesive "one-ADE" culture	<i>Establish and reinforce Department-wide values and norms that</i>

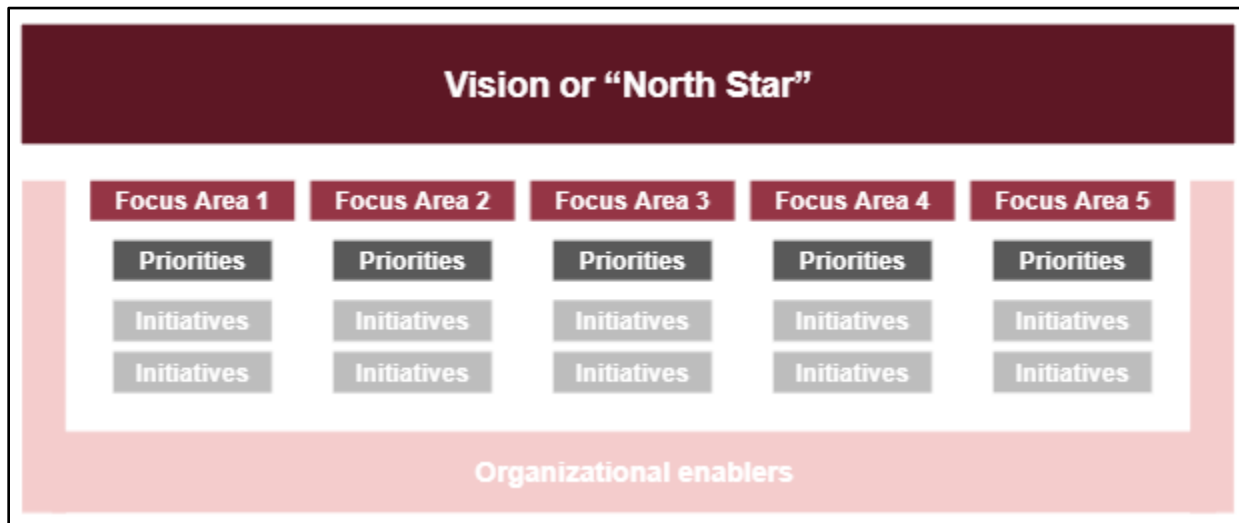
	<i>honor Division uniqueness while enhancing trust, collaboration, and flexibility across ADE and with a focus on equity and inclusiveness</i>
Strengthen two-way communication	<i>Strengthen two-way communication and data sharing, both internally across and within Divisions, and externally with partners, stakeholders, and constituents</i>
Build and align our staff capacity	<i>Foster individual growth and development to ensure talent at all levels of the Department is highly-skilled, motivated, and working in alignment towards our strategic goals</i>

Priorities: The 1-3 efforts within each focus area that are critical to achieving success in each focus area or organizational enabler. These span 1-3 years (vs. initiatives or projects that may span months), and often require special attention and resources to accomplish, and cut across multiple (or all) Divisions, with a clearly defined “end point” and measure of success. The list of priorities is [here](#). Each priority is led and owned by a “priority captain”:

Priority
1A. Increase focus on 0-5 / early literacy education across the state
1B. Increase collab. between DESE and EPPs on RISE
2A. Integrate data across workforce, postsecondary, K-12
2B. Define postsecondary transition/ persistence supports (with differential focus between 2 yr and 4 yr)
3A. Amplify LEAs supports for student engagement through COVID and beyond
3B. Aggregate/ analyze data from existing/new surveys to assess current state of “whole learner” supports
4A. Develop customer-centric feedback mechanism (measuring CSAT)
4B. Strengthen data capture / audit data quality for teacher quality data (in conjunction with multi-year HCM work in OEE&L)
4C. Support LEAs in teacher recruitment/ retention efforts, in collab. with Commerce
5A. Build “one-ADE” brand & identity (including developing core values)
6A. Streamline Department-wide comms
6B. Strengthen opportunities for cross- collaboration between Divisions
7A. Strengthen staff capacity and alignment around diversity, equity, and inclusion
7B. Launch individual performance mgmt 2.0 to define goals and learning/ career growth trajectories for all team members
7C. Audit workloads/ align capacity to ensure staff time and dollars are focused on top priorities

Initiative: Supporting projects for each priority that span less than 1 year (typically 3-6 months), that are critical to the success of that priority. These are being developed by each priority owner (see above) throughout the first year of implementation, and will be owned by individual “initiative owners.”

How are these all connected?



Implementation management:

To support implementation of the strategic plan, the following roles have been defined:

Strategy Project Management Office (S-PMO): This is the team, led by Gina Windle, who is responsible for the centralized and coordinated management of plan implementation. This team meets regularly to ensure the strategy is being executed as planned, and help support priority captains and initiative owners with their work. This team will set and maintain standards for project management across ADE; to do so, they will create and implement procedures and practices to ensure strategic alignment, smooth operations, on-time completion on time, and high-quality quality outputs/deliverables.

PMO Team Member	Role on PMO
Gina Windle	PMO Team Lead
Adrienne Williams	Portfolio Monitoring Support
Amanda Britt	Metrics Manager and Portfolio Monitoring
Gayle Morris	Communications
Eric Flowers	Excellence with Equity
Arijit Sarkar	Technology
Teletha Leonard	Human Capital

Priority Captain (PC): These are the identified team members who plan, lead, and coordinate the efforts within each priority. There is one priority captain for each priority. He or she is accountable for achieving 18-month objectives within their priority. See list of PCs above.

Initiative Owner (IO): These are the identified team members who own planning and execution for one or more initiatives. There are likely multiple initiatives within each priority; each is owned by one initiative owner who is accountable for initiative implementation. This list of IOs is being developed by each PC.

How are these all connected?

Project Management Office (PMO) team *provides support to...*

Priority Captain

Priority Captain

Priority Captain

Priority Captain

Initiative Owner

Initiative Owner

Initiative Owner

Initiative Owner

Initiative Owner

Initiative Owner

Initiative Owner

Initiative Owner

Appendix: Goals and Metrics within each focus area

Focus area	Goals	Corresponding Metrics
Foundational literacy	<ol style="list-style-type: none"> 1. Boost grade-level literacy 2. Accelerate progress for struggling readers 	<ol style="list-style-type: none"> 1. Incr. % of 3rd & 8th graders reading on grade-level, with reduced gaps between subgroups 2. Incr. movement of students out of lowest tier of reading performance (ACT Aspire Level 1)*
Pathways to career & life	<ol style="list-style-type: none"> 1. Increase postsecondary persistence and completion rates, with attention to subgroups 2. Increase HS graduation rates with specific support for struggling LEAs and students who might “fall through the cracks” 3. Increase college readiness for all learners 4. Increase career readiness 5. Increase workforce success for all Arkansans 	<ol style="list-style-type: none"> 1. Incr. rates of % college persistence and % college completion, with reduced gaps in subgroups 2. Incr. # LEAs > 85% 4-yr HS cohort grad. rates; for LEAs above 85%: Incr. 4-yr HS cohort grad. rate % for lowest-performing subgroups (currently Black, Hispanic, ELL, SpEd) 3. Incr. average ACT composite score over time, with reduced gaps between subgroups* 4. Incr. % attainment of industry-recognized credentials for CTE concentrators 5. Incr. # of adult Arkansans possessing a college credential, with increasing attainment for subgroups*
Whole learner	<ol style="list-style-type: none"> 1. Increase student engagement with school 2. Provide a positive school culture for learning 3. Increase socioemotional and non-cognitive skills (e.g., “soft skills”) 4. Ensure physical wellness and safety, through providing adequate health and nutrition services, and safe facilities and transport 5. Ensure communities and families feel engaged as authentic partners in learning 	<ol style="list-style-type: none"> 1. Decr. # schools ≥ 20% chronic absenteeism rate 2. Decr. behavioral referrals with special attention to disproportionate rates for Black and Hispanic students; Incr. state aggregate score on school climate survey* 3. <i>TBD</i>* 4. <i>TBD</i>* Possibly: Incr. state aggregate score on select items of the annual State School Nurse Survey (related to health services)*; Incr. score on Facilities Directors survey* on safety and health of K-12 school facilities & transport; Incr. staff and educator confidence across the state pre/ post nutrition and health services training* 5. <i>TBD</i>* Possibly: Incr. state aggregate score on family and student engagement survey*
Staff & systems	<ol style="list-style-type: none"> 1. Increase ratings from customer service feedback 2. Increase number of “highly effective” teachers across the state 	<ol style="list-style-type: none"> 1. Incr. % “5-star” ratings on ADE customer service feedback, as measured by CSAT (customer satisfaction)* 2. Incr. # LEAs with > 10% of teachers designated as “Career” or “Lead/ Master”*

	3. Ensure equitable access to “highly effective” teachers across the state	3. Decr. % inexperienced teachers in high-poverty or high-minority schools* ; Incr. % “ effective ” teachers who stay within a school, with specific attention to increasing retention of teachers from underrepresented populations*
--	---	---